



Comhairle nan Eilean Siar

Management Plan by Department

Period: 16/17 - 20/21

EDUCATION AND CHILDREN'S SERVICES DEPARTMENT



EDUCATION AND CHILDREN'S SERVICES DEPARTMENT

The Education and Children's Services Department's provision is delivered in a variety of establishments across the islands including: pre-schools, schools, community settings and through the voluntary sector.

The Department's vision is A' Coileanadh Sàr-Mhaitheas Còmhla Achieving Excellence Together

We strive to achieve this by:

- Excellence in Education and Children's Services.
- Culture of inclusion and high quality learning.
- Providing equal opportunities for all learners.
- Commitment to 'Best Value' in all services.
- Promoting the value and uniqueness of the physical and cultural environment of the Western Isles .

Our key priorities are:

Key Priority 1: Deliver high quality learning and teaching in all educational settings.

Key Priority 2: Ensure effective, accountable leadership for all.

Key Priority 3: Improve the use of data to secure excellent outcomes for all learners in the Outer Hebrides.

The Education and Children's Services Department comprises the following business units :

Children's Services
Education
Resources
Sport and Health

EDUCATION AND CHILDREN'S SERVICES DEPARTMENT - Children's Services

OUR MISSION

Children's Services have a statutory responsibility to deliver targeted services to ensure that the Comhairle 'Gets it Right for Every Child'. We aim to promote the welfare of children and their families. We offer shared assessments and support as required. We assess and deliver high quality support and services to children who have additional support needs.

All services are required to promote actively social inclusion, equality and diversity.

OUR VALUES

Excellence in Education and Children's Services. Provision of an inclusive quality culture. Provision of equal opportunities for all learners. Commitment to 'Best Value' in all services. Promotion of the value and uniqueness of the physical and cultural environment of the Western Isles.

RECENT ACHIEVEMENTS

Wide range of provision of support for children with additional support needs.
A strengthening Adoption and Fostering Service.
Revised service delivery structure
Reduced population of children educated and accommodated on the mainland.

PLANNING CONTEXT

For Scotland's Children
It's everyone's job to make sure I'm alright.
Getting it right for every child (GIRFEC)
Corporate Strategy 2012-17
Single Outcome Agreement (SOA) 2013-23
Central / Local Government funding constraints
Integrated Children's Services Plan
Care Inspectorate/Education Scotland
Internal audits of practice (eg through Child Protection Committee).
Child Protection Inter-agency Guidelines
Relevant Legislation

Care Inspectorate ISLA Scrutiny Report 2012.

Validated Self Evaluation

Children and Young People's Bill

STAKEHOLDERS

Internal

- Other Comhairle departments
- The Comhairle (Members/Officers)

External

- Service Users
- Outer Hebrides Community Planning Partnership (OHCPP)
- Local Communities
- Health Board (NHS Western Isles)
- Police (Northern Constabulary)
- Children's Reporter
- Children's Panel
- Action for Children
- Voluntary Sector
- Child Protection Committee
- Alcohol and Drug Partnership (ADP)
- Domestic Abuse Forum
- European Union (EU)

Service Profiles

- **Additional Support for Learning Services**
- **Adoption and Fostering**
- **Child Protection**
- **Children and Families**
- **Children's Services (Resources)**
- **Community Capacity Building Service**
- **Early Years**
- **Extended Learning**
- **Learning and Development**
- **Psychological Services**

Business Unit SWOT

Children's Services

		STRENGTHS	WEAKNESSES
INTERNAL		<ul style="list-style-type: none"> • Very committed staff groups. • Positive joint working with partner agencies. • High quality Adoption and Fostering Service. • Good initial responses to children at risk of harm. 	<ul style="list-style-type: none"> • Longer term planning for accommodated children • Quality of service to Children's Reporter. • Case file recording and inputting of information into 'Care First'. • Reducing the gap between looked after children's attainment and that of other children. • Lack of consistency in file information.
		OPPORTUNITIES	THREATS
EXTERNAL		<ul style="list-style-type: none"> • Integration of Children and Family Services within Learning Communities. • Implementation of GIRFEC principles through Learning Communities. • Restructure to provision and delivery of services to vulnerable children and their families in the Western Isles. 	<ul style="list-style-type: none"> • Current financial context for all partner agencies. • Failure to meet needs at a local level. • Litigation. Leading to major impact upon children. • Increased demand for services. • Inability to recruit to strategic posts.



Service Profile: Additional Support for Learning Services

Description:

Support for Learning provides a wide range of resources and support to children with additional support needs.

Outputs:

Individual Education Plans (IEPs)
Co-ordinated Support Plans (CSPs)

Primary Strategic Priority:

3.1 Education and Training: The Comhairle aims to continue to provide excellent bilingual educational provision that prepares young people for life.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 3.1.2 Ensure that children and young people continue to grow in confidence and develop wide ranging abilities that prepare them for study, training or employment.				
Implement the three-year Additional Support Needs (ASN) Service Action Plan.	Learning Support Manager	31/03/2013	31/03/2017	Operating
Plan and deliver appropriate interventions for young people who need additional support (CLD Plan 2015-2018)	Learning Support Manager	01/04/2016	31/03/2017	Operating
Support the development of children's reading, writing and numerical skills (CLD Plan 2015-2018)	Learning Support Manager	01/04/2016	31/03/2017	Operating
Local Outcome: 4.1.5 Provide community based care services, focusing particularly on the elderly, vulnerable people and family carers, including technology to improve communication and services.				
Support Primary School Age Young Carers (CLD Plan 2015-2018)	Learning Support Manager	01/04/2016	31/03/2017	Operating

Service Profile KPIs:

KPI	Units	16/17	17/18	18/19	19/20	20/21
ECS022: (LO3) Percentage of children with additional support needs who have their co-ordinated support plans completed and reviewed within statutory timescales.	%	100	100	100	100	N/A

Service Profile: Adoption and Fostering

Description:

The Adoption and Fostering Services ensures that recruitment for adoption and fostering is effective to provide local permanent and foster placements for children who are looked after away from home. The service supports families who are fostering, thus enabling placements to be maintained.

Outputs:

Increased number and diversity of placements available.
Timely reviews of carers registered and appropriate supports in place.

Primary Strategic Priority:

4.1 Health and Wellbeing: The Comhairle aims to promote healthier lifestyles and to support people to live in the community for as long as they can and to have a positive experience of health and social care when they need it.

Secondary Strategic Priority:

- 3.1 Education and Training: The Comhairle aims to continue to provide excellent bilingual educational provision that prepares young people for life.
- 7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

Service Profile: Child Protection

Description:

The Child Protection Service is responsible for ensuring that children and young people are safe from harm and provides support for the Child Protection Committee.

Outputs:

Reports to the Children's Reporter
Minutes for Child Protection Committee including the Chief Officers Group.
Production of annual Child Protection Report
Provide regular updates to the Chief Social Work Officer.
All children referred under Child Protection Procedures are fully supported by GIRFEC Policy and Procedures.

Primary Strategic Priority:

4.1 Health and Wellbeing: The Comhairle aims to promote healthier lifestyles and to support people to live in the community for as long as they can and to have a positive experience of health and social care when they need it.

Secondary Strategic Priority:

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 4.1.3 Work with partners in the interests of better physical and mental health and wellbeing.				
Keep Children and Young people safe from neglect, abuse, violence and exploitation (ICSP 2015 – 2018)	Children's Services Manager	01/04/2016	31/03/2017	Operating
Local Outcome: 7.1.3 Have in place a programme of continuous improvement.				
Continuously review and update child protection policies, procedures and practice to take account of local issues, updated national guidance, legislation and research evidence, and make this knowledge available to practitioners through training and awareness raising.	Child Protection Co-ordinator and Development Officer	01/04/2014	31/03/2017	Operating

Service Profile KPIs:

KPI	Units	16/17	17/18	18/19	19/20	20/21
ECS016: (LO4) Percentage of Initial Assessment Reports and Social Background Reports submitted to Scottish Children's Reporter Administration (SCRA) within 20 working days	%	100	100	100	100	N/A
ECS062: (LO4) Percentage of Child Protection Reviews that take place within the agreed timescales.	%	100	100	100	100	N/A

Service Profile: Children and Families

Description:

The Children and Families Section cover the provision of Family Support services to the Children's Hearing system; family support services; services for children with/and affected by disabilities; throughcare and aftercare services; and services that help to reduce offending.

Outputs:

Assessments of risk and needs; provision of services to reduce risk and meet identified needs. Needs are assessed and services provided to all children who are deemed to be 'in need'; compliant with GIRFEC Policy and Procedure. Services can be community based or include respite, residential and foster care.

Primary Strategic Priority:

4.1 Health and Wellbeing: The Comhairle aims to promote healthier lifestyles and to support people to live in the community for as long as they can and to have a positive experience of health and social care when they need it.

Secondary Strategic Priority:

3.1 Education and Training: The Comhairle aims to continue to provide excellent bilingual educational provision that prepares young people for life.
7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 4.1.1 Plan according to the needs of local people and involve them in the design of services.				
Support effective engagement with children, young people and families (ICSP 2015-2018)	Children's Services Manager	01/04/2016	31/03/2017	Operating
Local Outcome: 4.1.3 Work with partners in the interests of better physical and mental health and wellbeing.				
Keep Children and Young people safe from accidental injury and death (ICSP 2015 – 2018)	Children's Services Manager	01/04/2016	31/03/2017	Operating
Support early interventions related to criminal behavior and substance misuse (ICSP 2015-2018)	Children's Services Manager	01/01/2016	31/03/2017	Operating
Support initiatives to overcome inequalities and discrimination (ICSP 2015-2018)	Children's Services Manager	01/04/2016	31/03/2017	Operating
Local Outcome: 7.1.1 Deliver Best Value services to meet the needs of the community.				
Develop policy, procedures and IT system for regular collection of service users views.	Educational Psychologist	01/04/2013	31/03/2017	Operating
Implement policies and procedures in relation to 'Getting It Right for Every Child' (GIRFEC) and the Children and Young People's Bill (CYPB).	Children's Services Manager	01/04/2015	31/03/2017	Operating

Service Profile KPIs:

KPI	Units	16/17	17/18	18/19	19/20	20/21
ECS061: (LO7) Percentage of permanency plans that are completed within nationally prescribed timescales (12 months).	%	100	100	100	20	N/A
ECS019: (LO4) Percentage of Looked After and Accommodated Reviews that take place within statutory timescales	%	100	100	100	100	N/A
ECS020: (LO3) Percentage of care leavers aged 16-19 years with a Pathway Plan in place	%	100	100	100	100	N/A
ECS021: (LO7) All Children and Families Services and Resources to receive good or above in their Self Evaluations and External Evaluations.	%	100	100	100	100	N/A
ECS013: (LO3) Percentage of looked after children attaining mean or better score in Progress in English (PiE) assessments.	%	0	0	0	N/A	N/A
ECS014: (LO3) Percentage of looked after children attaining mean or better score in Progress in Maths (PiM) assessments.	%	40	40	40	N/A	N/A

Service Profile: Children's Services (Resources)

Description:

Management and delivery of Children's Services Fostering and Adoption, Residential, Throughcare and Aftercare and Supported Lodgings Services; and the day to day co-ordination and delivery of Respite, Early Years, Educational Psychology and Additional Support Needs Services; in consultation with team managers for each area.

The Adoption and Fostering Services ensures that recruitment for adoption and fostering is effective to provide local permanent and foster placements for children who are looked after away from home. The service supports families who are fostering, thus enabling placements to be maintained.

Outputs:

Operational implementation of the Integrated Children's Services Plan

Children and Young People plans are implemented on time and that case records are kept to standard

Increased number and diversity of placements available.

Timely reviews of carers registered and appropriate supports in place.

Primary Strategic Priority:

4.1 Health and Wellbeing: The Comhairle aims to promote healthier lifestyles and to support people to live in the community for as long as they can and to have a positive experience of health and social care when they need it.

Secondary Strategic Priority:

3.1 Education and Training: The Comhairle aims to continue to provide excellent bilingual educational provision that prepares young people for life.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 4.1.1 Plan according to the needs of local people and involve them in the design of services.				
CS: Work with Third Sector and other key partners, engage with local communities to influence and shape the development and design of services that contribute to improved health and wellbeing.	Community Education Officer	01/04/2013	31/03/2017	Operating
Support effective engagement with children, young people and families (ICSP 2015-2018)	Community Education Officer	01/04/2016	31/03/2017	Operating
Local Outcome: 4.1.3 Work with partners in the interests of better physical and mental health and wellbeing.				
Support children and young people to maintain a healthy; mental, emotional, physical and sexual lifestyle (ICSP 2015-2018)	Community Education Officer	01/04/2016	31/03/2017	Operating
Provide support and activities to young people who are, or at risk of being, excluded or isolated (CLD Plan 2015-2018)	Community Education Officer	01/04/2016	31/03/2017	Operating
Support children and young people to live in stable and suitable accommodation where they are secure and cared for (ICSP 2015-2018)	Community Education Officer	01/04/2016	31/03/2017	Operating
Support initiatives to overcome inequalities and discrimination (ICSP 2015-2018)	Community Education Officer	01/04/2016	31/03/2017	Operating
Local Outcome: 4.1.4 Assist people to live fulfilling active and independent lives by encouraging healthier lifestyles including access to leisure, recreational and sporting pursuits.				
Deliver healthy living and risk awareness interventions (CLD Plan 2015-2018)	Community Education Officer	01/04/2016	31/03/2017	Operating

Service Profile: Community Capacity Building Service

Description:

One of the national priority areas for Community Learning and Development is supporting stronger, more resilient, supportive, influential and inclusive communities. This is done through community development and by building the capacity of communities to meet their own needs and engage with, and influence, decision makers. CCB helps people to recognise and develop their ability and potential and organise themselves to respond to problems and needs which they share. It supports the establishment of strong communities that control and use assets to promote social justice and help improve the quality of community life. It also enables community and public agencies to work together to improve the quality of government.

Outputs:

Capacity Building training provided to voluntary groups.
Existing community groups supported and new ones developed to meet needs.
Active youth councils and young people engaging in their communities.

Primary Strategic Priority:

5.1 Communities: The Comhairle aims to strengthen social and economic development in the community of the Outer Hebrides.

Secondary Strategic Priority:

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 3.1.2 Ensure that children and young people continue to grow in confidence and develop wide ranging abilities that prepare them for study, training or employment.				
Improve learning opportunities and provision for young people in rural areas (CLD Plan 2015-2018)	Team Leader - Community Education	01/04/2016	31/03/2017	Operating
Local Outcome: 3.1.6 Promote lifelong learning.				
Identify local CLD needs (CLD Plan 2015-2018)	Team Leader - Community Education	01/04/2016	31/03/2017	Operating
Local Outcome: 4.1.1 Plan according to the needs of local people and involve them in the design of services.				
Provide opportunities to build confidence and skills in exercising people's democratic rights (CLD Plan 2015-2018)	Team Leader - Community Education	01/04/2016	31/03/2017	Operating
Local Outcome: 4.1.3 Work with partners in the interests of better physical and mental health and wellbeing.				
Provide support services to people moving in to a community (CLD Plan 2015-2018)	Team Leader - Community Education	01/04/2016	31/03/2017	Operating
Local Outcome: 4.1.4 Assist people to live fulfilling active and independent lives by encouraging healthier lifestyles including access to leisure, recreational and sporting pursuits.				
Develop services to support young people and adults recovering from substance misuse (CLD Plan 2015-2018)	Team Leader - Community Education	01/04/2016	31/03/2017	Operating
Local Outcome: 5.1.4 Increase the level of youth engagement in decision making.				
CS: Continue support for Youth Councils (Learning and Development).	Community Education & Training Manager	01/04/2014	31/03/2017	Operating
Support young people to engage positively in their communities (ICSP 2015-2018)	Team Leader - Community Education	01/04/2016	31/03/2017	Operating
Local Outcome: 5.1.5 Support the Third Sector throughout the Outer Hebrides.				

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Support existing community groups and community businesses to maintain and develop their capacity to deliver services (CLD Plan 2015-2018)	Team Leader - Community Education	01/04/2016	31/03/2017	Operating
Develop new community groups that meet identified local needs (CLD Plan 2015-2018)	Team Leader - Community Education	01/04/2016	31/03/2017	Operating
Local Outcome: 7.1.1 Deliver Best Value services to meet the needs of the community.				
Partners to identify CLD Practitioner Training Needs and plan and deliver joint CPD (CLD Plan 2015-2018)	Team Leader - Community Education	01/04/2016	31/03/2017	Operating
Partners to participate in planning for the Senior Phase of Curriculum for Excellence (CLD Plan 2015-2018)	Team Leader - Community Education	01/04/2016	31/03/2017	Operating
Local Outcome: 7.1.3 Have in place a programme of continuous improvement.				
CS: Self evaluation, including comparisons with other local authorities (E&CS Learning and Development).	Team Leader - Community Education	01/04/2014	31/03/2017	Operating
CS: Work positively with external audit and inspection agencies (E&CS Learning and Development).	Team Leader - Community Education	01/04/2014	31/03/2017	Operating
Partners to engage in joint self-evaluation including profiling, mapping & analysis of trends to develop local improvement plans (CLD Plan 2015-2018)	Team Leader - Community Education	01/04/2016	31/03/2017	Operating
Develop CLD benchmarking (CLD Plan 2015-2018)	Team Leader - Community Education	01/04/2016	31/03/2017	Operating

Service Profile KPIs:

KPI	Units	16/17	17/18	18/19	19/20	20/21
ECS074 (SCS053): (LO7) Percentage of participants on Capacity Building training events achieving one or more learning outcomes per annum	%	80	80	80	80	N/A
ECS080 (SCS060): (LO7) Percentage of Community Groups supported who have achieved one or more community capacity building outcomes	%	75	75	75	75	N/A

Service Profile: Early Years

Description:

Early Years leads on the Department's responsibilities for the effective implementation of the Early Years and Early Intervention Childcare Strategy, inclusive of Childcare provision, 3-5 years provision and family support.

Outputs:

Effective partnership working to implement change.
 Provision of appropriate childcare services.
 Develop and implement Change Fund Action Plan.
 Ensure nursery places are available for all 3-5 year olds.
 Staff meeting registration requirements.
 Implementation of the Department's Gaelic Plan.
 Programme manage the Early Years Collaborative.

Primary Strategic Priority:

4.1 Health and Wellbeing: The Comhairle aims to promote healthier lifestyles and to support people to live in the community for as long as they can and to have a positive experience of health and social care when they need it.

Secondary Strategic Priority:

3.1 Education and Training: The Comhairle aims to continue to provide excellent bilingual educational provision that prepares young people for life.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 1.1.1 Provide employment, study and training opportunities for young people and women returning to work.				
CS: Create the social and economic conditions to enable people to gain access to education, training or employment, with a particular focus on young people and women returning to work.	Early Years Manager	01/04/2016	31/03/2017	Operating
Local Outcome: 1.1.3 Provide a range of accessible services and infrastructure which meets the needs of the local population and makes the Outer Hebrides an attractive place to live and work.				
Lead the Early Years Collaborative	Early Years Manager	01/04/2016	31/03/2017	Operating
Local Outcome: 3.1.2 Ensure that children and young people continue to grow in confidence and develop wide ranging abilities that prepare them for study, training or employment.				
Implement the Early Years and Early Intervention Strategy Action Plan.	Early Years Manager	01/04/2016	31/03/2017	Operating
Support the development of children's reading, writing and numerical skills (CLD Plan 2015-2018)	Early Years Manager	01/04/2016	31/03/2017	Operating
Local Outcome: 4.1.3 Work with partners in the interests of better physical and mental health and wellbeing.				
Support initiatives to overcome inequalities and discrimination (ICSP 2015-2018)	Early Years Manager	01/04/2016	31/03/2017	Operating
Deliver and support initiatives to achieve a Healthy Weight for all Children	Early Years Manager	01/04/2016	31/03/2017	Operating
Local Outcome: 4.1.4 Assist people to live fulfilling active and independent lives by encouraging healthier lifestyles including access to leisure, recreational and sporting pursuits.				
Support access to services for all and provide financial and benefits advice (ICSP 2015-2018)	Early Years Manager	01/04/2016	31/03/2017	Operating
CS: Ensure and promote early intervention and prevention services through the provision of early years initiatives	Early Years Manager	01/04/2016	31/03/2017	Operating

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 6.1.8 Continue to support Gaelic language and cultural development.				
Implement the Early Years element of the Gaelic Action Plan	Early Years Manager	01/04/2016	31/03/2017	Operating

Service Profile KPIs:

KPI	Units	16/17	17/18	18/19	19/20	20/21
ECS023: (LO3) Percentage of eligible children, who are registered for the pre-school year of Early Learning and Childcare.	%	0	0	0	0	N/A
ECS024: (LO3) Percentage of childminders receiving good or very good Care Inspectorate reports.	%	0	0	0	0	N/A
ECS025: (LO3) Percentage of children enrolling in Gaelic Medium Education (GME) at P1	%	0	0	0	0	N/A
ECS028: (LO3) Percentage of pre-school children that have reached all of their expected developmental milestones at the time of starting primary school.	%	90	90	90	90	N/A

Service Profile: Extended Learning

Description:

Extended Learning: provide support to schools and children's services in areas of vocational education, additional support needs and 16+ learning choices.

Youth Work - This is one of the national priority areas for Community Learning and Development is Youth Work. Work with young people takes place in a range of contexts and is supported by a wide range of organisations in the public, private and third sectors across Scotland. It improves life chances by offering experiences that facilitate development of skills for learning, life and work.

Youth work happens in a variety of settings and includes youth awards, information services, volunteering opportunities, community activities, anti-violence initiatives, healthy living programmes and inter-generational initiatives.

Outputs:

Improved post-school destinations for young people.

Enhanced support for young people with additional support needs.

Information and educational support provided to young people

Activities delivered to young people through the medium of English and Gaelic

Young people involved in Pointers Youth Centre activities and committee

Young people have access to accredited youth awards

Primary Strategic Priority:

3.1 Education and Training: The Comhairle aims to continue to provide excellent bilingual educational provision that prepares young people for life.

Secondary Strategic Priority:

1.1 Population: The Comhairle will encourage the creation of jobs, retention of population and a positive change in the demographic balance to increase the proportion of working age population.

2.1 Economy: The Comhairle will strive to create a thriving economy with support for key sectors, greater local independence and autonomy, working with the support of Scottish Government, UK Government and the European Union.

6.1 Natural and Cultural Resources: The Comhairle aims to maximise benefits from the Outer Hebrides' natural, cultural, environmental and historic resources.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 1.1.1 Provide employment, study and training opportunities for young people and women returning to work.				
CS: Create the social and economic conditions to enable people to gain access to education, training or employment, with a particular focus on young people and women returning to work.	Director of Education and Children's Services	01/04/2013	31/03/2017	Operating
Local Outcome: 2.1.5 Develop new and creative industries.				
CS: Maximise opportunities arising from the establishment of the Creative Industries and Media Centre.	Education Support Officer	01/04/2013	31/03/2017	Operating
CS: Provide an Accredited Training and Skills Service.	Education Support Officer	01/04/2013	31/03/2017	Operating
Deliver employment support programmes.	Extended Learning Manager	01/04/2015	31/03/2017	Operating
Local Outcome: 2.1.10 Continue to support the traditional industries such as crofting, agriculture, fisheries and other maritime business				
CS: Develop, support and lobby for initiatives that strengthen the traditional industries such as crofting, agriculture, fisheries and other maritime business.	Education Support Officer	01/04/2013	31/03/2017	Operating

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 3.1.1 Provide greater links between education and training and employment providers.				
Articulate existing Vocational education Strategy with National (Developing Young Workforce) agenda.	Education Support Officer	01/04/2015	31/03/2017	Operating
Promote and develop links with partner agencies to improve collaborative working and better outcomes for young people.	Extended Learning Manager	01/04/2015	31/03/2017	Operating
Local Outcome: 3.1.2 Ensure that children and young people continue to grow in confidence and develop wide ranging abilities that prepare them for study, training or employment.				
All children and young people attending Extended Learning are appropriately referred, assessed and supported.	Extended Learning Manager	01/04/2013	31/03/2017	Operating
Deliver employability programmes building on former 'include-Us' activities.	Extended Learning Manager	01/04/2015	31/03/2017	Operating
Deliver the More Choices More Chances (MCMC) Action Plan.	Extended Learning Manager	01/04/2014	31/03/2017	Operating
Deliver activities that build the personal and social skills of young people (CLD Plan 2015-2018)	Extended Learning Manager	01/04/2016	31/03/2017	Operating
Deliver a range of accreditation opportunities for young people (CLD Plan 2015-2018)	Extended Learning Manager	01/04/2016	31/03/2017	Operating
Provide support to Young people facing barriers to progression and employment to gain confidence and employment skills (CLD Plan 2015-2018)	Extended Learning Manager	01/04/2016	31/03/2017	Operating
Plan and Deliver accredited awards to primary school pupils (CLD Plan 2015-2018)	Extended Learning Manager	01/04/2016	31/03/2017	Operating
Local Outcome: 4.1.3 Work with partners in the interests of better physical and mental health and wellbeing.				
Develop and deliver intergenerational activities (CLD Plan 2015-2018)	Extended Learning Manager	01/04/2016	31/03/2017	Operating
Provide support and activities to young people who are, or at risk of being, excluded or isolated (CLD Plan 2015-2018)	Extended Learning Manager	01/04/2016	31/03/2017	Operating
Local Outcome: 4.1.4 Assist people to live fulfilling active and independent lives by encouraging healthier lifestyles including access to leisure, recreational and sporting pursuits.				
Deliver physical activities (CLD Plan 2015-2018)	Extended Learning Manager	01/04/2016	31/03/2017	Operating
Deliver healthy living and risk awareness interventions (CLD Plan 2015-2018)	Extended Learning Manager	01/04/2016	31/03/2017	Operating
Co-ordinate and deliver physical activity opportunities for primary pupils (CLD Plan 2015-2018)	Extended Learning Manager	01/04/2016	31/03/2017	Operating
Local Outcome: 4.1.5 Provide community based care services, focusing particularly on the elderly, vulnerable people and family carers, including technology to improve communication and services.				
Support Primary School Age Young Carers (CLD Plan 2015-2018)	Extended Learning Manager	01/04/2016	31/03/2017	Operating
Local Outcome: 6.1.7 Develop maritime heritage and businesses, with an emphasis on entrepreneurship, skills and training.				

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
CS: Identify and support initiatives that develop maritime heritage tourism and businesses, with particular emphasis on entrepreneurship, skills and training and job creation.	Education Support Officer	01/04/2013	31/03/2017	Operating
Local Outcome: 6.1.8 Continue to support Gaelic language and cultural development.				
Deliver activities through the medium of Gaelic (CLD Plan 2015-2018)	Extended Learning Manager	01/04/2016	31/03/2017	Operating

Service Profile KPIs:

KPI	Units	16/17	17/18	18/19	19/20	20/21
ECS064 (SCS040): (LO7) Percentage of participants in Gaelic Youth Work activities who achieve one or more of their learning outcomes per annum	%	85	85	85	85	N/A
ECS065 (SCS041): (LO7) Percentage of young people participating in accredited youth work achieving their award or part of an award per annum	%	75	75	75	75	N/A
ECS066 (SCS042): (LO7) Percentage of young people accessing planned youth work through Pointers Youth Cafe achieving one or more learning outcomes	%	80	80	80	80	N/A
ECS085 (SCS044): (LO6) Number of participants in Gaelic Youth Work activities per financial year	#	20	20	20	20	N/A
ECS068 (SCS045): (LO7) Percentage of young people participating in non accredited youth work achieving one or more of their learning outcomes per annum	%	80	80	80	80	N/A
ECS069 (SCS046): (LO5) Number of Young People Participating in Accredited Youth Work per financial year	#	46	46	46	46	N/A
ECS072 (SCS049): (LO7) Number of young people accessing planned youth work through Pointers Youth Cafe per financial year	#	14	14	14	14	N/A
ECS073 (SCS052): (LO7) Number of young people participating in Non Accredited Youth Work	#	42	42	42	42	N/A

Service Profile: Learning and Development

Description:

Community Learning & Development (CLD)

The CLD Service provides services across the 3 priority areas for Community Learning and Development Services in Scotland i.e. Achievement through Learning for Adults, Achievement through Learning for Young People and Community Capacity Building.

Adult Learning and Employability (AL&E)

The Adult Learning and Employability Service and provides adult learning opportunities, employability programmes for the unemployed, including those with significant barriers to employment, to maximise their chances of securing employment.

Outputs:

Adults participating on initiatives that support the long-term unemployed back into employment
 People facing significant barriers to employment participating in employability skills programmes
 Adult learning opportunities available in the community
 Capacity Building training provided to voluntary groups
 Literacy and numeracy learning
 English for Speakers of Other Languages (ESOL) learning
 Active youth councils
 Gaelic language learning available in the community
 Gaelic Family Learning
 Information and educational support provided to young people
 Activities delivered to young people through the medium of English and Gaelic
 Young people involved in Pointers Youth Centre activities and committee
 Young people have access to accredited youth awards such as the Duke of Edinburgh's Award

Primary Strategic Priority:

3.1 Education and Training: The Comhairle aims to continue to provide excellent bilingual educational provision that prepares young people for life.

Secondary Strategic Priority:

- 1.1 Population: The Comhairle will encourage the creation of jobs, retention of population and a positive change in the demographic balance to increase the proportion of working age population.
- 2.1 Economy: The Comhairle will strive to create a thriving economy with support for key sectors, greater local independence and autonomy, working with the support of Scottish Government, UK Government and the European Union.
- 4.1 Health and Wellbeing: The Comhairle aims to promote healthier lifestyles and to support people to live in the community for as long as they can and to have a positive experience of health and social care when they need it.
- 5.1 Communities: The Comhairle aims to strengthen social and economic development in the community of the Outer Hebrides.
- 7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

Service Profile: Psychological Services

Description:

Psychological Services undertake 5 main roles within the Western Isles. These are: 'Consultation' (providing advice early and to a range of stakeholders regarding children experiencing all types of barriers to learning). 'Assessment' (providing specialist assessments of need that require a certain level of qualification or training). 'Intervention' (providing guidance on evidence-based interventions and developing robust monitoring systems to ensure they meet the child's needs, and in cases that require the highest level of support carrying out the intervention). 'Training' (providing specialist training to a range of stakeholders to build capacity in all of those who support the needs of children and families). 'Research' (undertaking research to examine how children respond to certain interventions and to help ensure both evidence-based practice and best-value practice in the work carried out within the department).

Outputs:

Psychological Assessment Reports
Therapeutic interventions
Educational Programmes
Research Reports
Training inputs.

Primary Strategic Priority:

4.1 Health and Wellbeing: The Comhairle aims to promote healthier lifestyles and to support people to live in the community for as long as they can and to have a positive experience of health and social care when they need it.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 4.1.3 Work with partners in the interests of better physical and mental health and wellbeing.				
Continue to implement the 3-year improvement Action Plan for Psychological Services	Principal Educational Psychologist	01/04/2013	31/03/2017	Operating
Support children and young people to maintain a healthy; mental, emotional, physical and sexual lifestyle (ICSP 2015-2018)	Principal Educational Psychologist	01/04/2016	31/03/2017	Operating
Provide support and activities to young people who are, or at risk of being, excluded or isolated (CLD Plan 2015-2018)	Principal Educational Psychologist	01/04/2016	31/03/2017	Operating
Local Outcome: 7.1.3 Have in place a programme of continuous improvement.				
CS: Self evaluation, including comparisons with other local authorities.	Principal Educational Psychologist	01/04/2016	31/03/2017	Operating
CS: Work positively with external audit and inspection agencies	Principal Educational Psychologist	01/04/2016	31/03/2017	Operating
Develop robust, comprehensive self-evaluation systems which ensure a continuous programme of improvement	Principal Educational Psychologist	01/04/2016	31/03/2017	Operating

EDUCATION AND CHILDREN'S SERVICES DEPARTMENT - Education

OUR MISSION

The Education Section is committed to providing an excellent education for all children and young people in the Western Isles through high quality provision and experiences in learning and teaching for all children. This is supported by the use of a range of quality indicators and standards which enable the service to identify best practice and areas for development thus ensuring continuous improvement.

OUR VALUES

Excellence in Education and Children's Services. Provision of an inclusive quality culture. Provision of equal opportunities for all learners. Commitment to 'Best Value' in all services. Promotion of the value and uniqueness of the physical and cultural environment of the Western Isles.

RECENT ACHIEVEMENTS

Strong performance of pupils in SQA examinations by the end of S4 and S5
 The effective promotion of Gaelic language, heritage and culture.
 Young people who demonstrate high achievement in cultural and sporting events locally and nationally .
 High staying on rates in schools.
 The number of pupils going onto positive destinations post school.
 Effective implementation of the Schools Estate Review.
 Effective implementation of the Early Years Strategy.

PLANNING CONTEXT

Corporate Strategy 2012-2017.
 Single Outcome Agreement (SOA) 2013-23.
 Central Government/Local funding restraints.
 Education Scotland.
 Care Inspectorate.
 For Scotland's Children.
 It's everyone's job to make sure I'm alright.
 Getting it right for every child (GIRFEC)
 Integrated Children's Services Planning framework
 Early Years Planning framework
 Gaelic Language Plan
 Education Scotland Act
 Standard in Schools Scotland Act
 Additional Support Needs (ASN) Act
 Care Commission Standards
 Children and Young Peoples Bill
 Play Strategy 2014

STAKEHOLDERS

Internal

- Other Comhairle department
- The Comhairle(Members/Officers)

External

- Service users
- Third Sector
- NHS Western Isles
- Northern Constabulary
- Care Commission
- Scottish Government and Government Agencies
- Local communities
- Audit Scotland
- Media
- European Union (EU)

Service Profiles

- **Adult Learning and Employability Service**
- **Learning Communities**
- **Multi Media**
- **Schools and Pre-school Education**

Business Unit SWOT

Education

		STRENGTHS	WEAKNESSES
INTERNAL		<ul style="list-style-type: none"> • High performance against comparators. • Experienced and committed team. • Positive Reports from External Scrutiny Organisations. • Culture of self-evaluation across the service. 	<ul style="list-style-type: none"> • Lack of consistency in the quality of services across all areas of provision.
		OPPORTUNITIES	THREATS
EXTERNAL		<ul style="list-style-type: none"> • Full integration of services for children. • Restructure will support more efficient delivery of services and will offer a clear focus on raising attainment. • External funding opportunities. • Curriculum for Excellence • Partnership working. 	<ul style="list-style-type: none"> • Budgetary restrictions. • Failure to maintain skill level of workforce • Failure to communicate and work effectively together. • Meeting pace of change. • Inability to recruit to key posts.



Service Profile: Adult Learning and Employability Service

Description:

The Adult Learning and Employability Service and provides adult learning opportunities, employability programmes for the unemployed, including those with significant barriers to employment, to maximise their chances of securing employment.

Outputs:

Adults participating on initiatives that support the long-term unemployed back into employment
 People facing significant barriers to employment participating in employability skills programmes
 Adult learning opportunities available in the community
 Literacy and numeracy learning
 English for Speakers of Other Languages (ESOL) learning
 Gaelic language learning available in the community
 Gaelic Family Learning

Primary Strategic Priority:

3.1 Education and Training: The Comhairle aims to continue to provide excellent bilingual educational provision that prepares young people for life.

Secondary Strategic Priority:

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 2.1.7 Provide greater support to enable people of working age to gain employment.				
Manage and deliver adult employability programmes tailored to identified local need.	Community Education & Training Manager	01/04/2014	31/03/2017	Operating
Local Outcome: 3.1.6 Promote lifelong learning.				
CS: Continue to provide English for Speakers of Other Languages (ESOL) for migrants.	Community Education & Training Manager	01/04/2014	31/03/2017	Operating
CS: Deliver programme of family learning including Gaelic learning.	Community Education & Training Manager	01/04/2014	31/03/2017	Operating
CS: Develop and deliver community based adult learning and adult literacy.	Community Education & Training Manager	01/04/2014	31/03/2017	Operating
Develop clear progression routes for learners (CLD Plan 2015-2018)	Head of Education	01/04/2016	31/03/2017	Operating
Local Outcome: 6.1.8 Continue to support Gaelic language and cultural development.				
Deliver Gaelic Language learning opportunities (CLD Plan 2015-2018)	Head of Education	01/04/2016	31/03/2017	Operating

Service Profile KPIs:

KPI	Units	16/17	17/18	18/19	19/20	20/21
ECS063 (SCS038): (LO7) Percentage of Gaelic Family Learning Learners achieving one or more of their learning outcomes per annum	%	80	80	80	80	N/A
ECS084 (SCS039): (LO7) Number of HILLS participants receiving support	#	3	3	3	3	N/A
ECS067 (SCS043): (LO7) Percentage of Community Based Adult Learning learners achieving one or more of their learning outcomes per annum	%	80	80	80	80	N/A
ECS070 (SCS047): (LO3) Number of Adult Literacy and Numeracy Learners per financial year	#	7	7	7	7	N/A
ECS071 (SCS048): (LO7) Percentage of HILLS leavers gaining a partial or full qualification	%	50	50	50	200	N/A
ECS075 (SCS054): (LO7) Percentage of completers on OHMEET programme entering employment, education or training	%	50	50	50	50	N/A
ECS076 (SCS055): (LO7) Number of participants supported on OHMEET programme	#	6	6	6	6	N/A
ECS077 (SCS056): (LO3) Number of ESOL Learners per financial year	#	10	10	10	10	N/A
ECS078 (SCS058): (LO6) Number of Gaelic Family Learners per financial year	#	10	10	10	10	N/A
ECS079 (SCS059): (LO7) Percentage of adults participating in literacy and numeracy provision achieving one or more of their learning outcomes per annum	%	80	80	80	80	N/A
ECS081 (SCS061): (LO7) Percentage of adults participating in ESOL provision achieving one or more of their learning outcomes per annum	%	80	80	80	80	N/A

Service Profile KPIs:

KPI	Units	16/17	17/18	18/19	19/20	20/21
ECS082 (SCS063): (LO7) Percentage of HILLS leavers entering employment, education or training	%	50	50	50	50	N/A
ECS083 (SCS064): (LO7) Number of Community Based Adult Learners per financial year	#	42	42	42	42	N/A

Service Profile: Learning Communities

Description:

Learning Communities are responsible for the effective integration of services for children and young people by ensuring that all agencies contribute to successful outcomes for vulnerable young people within a defined area.

Outputs:

Attainment levels
Vocational preparation
Achievement levels

Primary Strategic Priority:

3.1 Education and Training: The Comhairle aims to continue to provide excellent bilingual educational provision that prepares young people for life.

Secondary Strategic Priority:

- 5.1 Communities: The Comhairle aims to strengthen social and economic development in the community of the Outer Hebrides.
- 7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

Service Profile: Multi Media

Description:

The Multi Media service provides website development and supports Gaelic Medium Education by producing resource materials that are web-based and promotional materials, e.g. posters.

Outputs:

Maintained and updated web-sites.
Delivery of agreed production programme
Involvement in promotional days for Gaelic Medium Education.

Primary Strategic Priority:

6.1 Natural and Cultural Resources: The Comhairle aims to maximise benefits from the Outer Hebrides' natural, cultural, environmental and historic resources.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 3.1.2 Ensure that children and young people continue to grow in confidence and develop wide ranging abilities that prepare them for study, training or employment.				
Update and maintain e-Stòras and Foghlam Gàidhlig websites and ensure all schools are familiar with their content.	Multi media Manager	01/04/2016	31/03/2017	Operating
Develop content and resources as required by curriculum demands.	Multi media Manager	01/04/2016	31/03/2017	Operating
Local Outcome: 3.1.6 Promote lifelong learning.				
Develop content and material to support adults to learn and improve their Gaelic language skills	Multi media Manager	01/04/2016	31/03/2017	Operating
Local Outcome: 6.1.8 Continue to support Gaelic language and cultural development.				
Multi Media Development - All students, staff and parents will be made aware of and use the extensive resources available online and in digital media (Departmental Gaelic Action Plan 2016-18)	Multi media Manager	01/04/2016	31/03/2017	Operating

Service Profile: Schools and Pre-school Education

Description:

School and Pre-school: provide education, learning and teaching support for all children from birth-3 and 3-18.

Outputs:

Attainment levels
Vocational preparation
Achievement levels
Personal Learning Plans
Individual Learning Plans

Primary Strategic Priority:

3.1 Education and Training: The Comhairle aims to continue to provide excellent bilingual educational provision that prepares young people for life.

Secondary Strategic Priority:

4.1 Health and Wellbeing: The Comhairle aims to promote healthier lifestyles and to support people to live in the community for as long as they can and to have a positive experience of health and social care when they need it.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 3.1.2 Ensure that children and young people continue to grow in confidence and develop wide ranging abilities that prepare them for study, training or employment.				
CS: Implement the Curriculum for Excellence.	Head of Education	01/04/2013	31/03/2017	Operating
Develop assessment and moderation approaches at school, area, authority and inter-authority levels to improve literacy and numeracy, particularly at key transitions.	Senior Education Officer (Area 2)	01/04/2014	31/03/2017	New Operating Initiative – One Off
Implementation of the 'Language Learning 1+2 Strategy'.	Head of Education	01/04/2015	31/03/2017	Operating
Raise standards of educational achievement and attainment in literacy.	Senior Education Officer (Area 2)	01/03/2014	31/03/2017	Operating
Raise standards of educational achievement and attainment in Numeracy.	Senior Education Officer (Area 2)	01/03/2014	31/03/2017	Operating
Ensure learners benefit from a BGE which reflects the principles of the curriculum	Senior Education Officer (Area 2)	01/04/2016	31/03/2017	Operating
Prepare young people to successfully transition from school to employment, training or further/higher education (ICSP 2015-2018)	Head of Education	01/04/2016	31/03/2017	Operating
Support the development of children's reading, writing and numerical skills (CLD Plan 2015-2018)	Head of Education	01/04/2016	31/03/2017	Operating
Local Outcome: 3.1.3 Promote a renewed focus on vocational training and joint working with partners to deliver courses and training that meet local demand from students and employers.				
CS: Increase the range of vocational courses available in schools.	Director of Education and Children's Services	01/04/2013	31/03/2017	Operating

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
CS: Promote links with the University of the Highlands and Islands (UHI) and support them to broaden teaching capacity, develop and expand vocational course delivery that meets local demand from students and employers.	Director of Education and Children's Services	01/04/2013	31/03/2017	Operating
CS: Expand work experience programmes with schools and employers.	Education Support Officer	01/04/2013	31/03/2017	Operating
Local Outcome: 3.1.7 Continue to deliver Gaelic Medium Education.				
CS: Deliver Gaelic Medium Education throughout the Outer Hebrides.	Head of Education	01/04/2013	31/03/2017	Operating
Local Outcome: 4.1.1 Plan according to the needs of local people and involve them in the design of services.				
Support effective engagement with children, young people and families (ICSP 2015-2018)	Head of Education	01/04/2016	31/03/2017	Operating
Local Outcome: 4.1.3 Work with partners in the interests of better physical and mental health and wellbeing.				
Keep Children and Young people safe from bullying and harassment (ICSP 2015 – 2018)	Head of Education	01/04/2016	31/03/2017	Operating
Local Outcome: 5.1.3 Provide training and employment and opportunities for young people.				
CS: Work with Skills Development Scotland to develop training and employment opportunities for young people	Head of Education	01/04/2016	31/03/2017	Operating
Local Outcome: 6.1.8 Continue to support Gaelic language and cultural development.				
Development of Gaelic Language, Culture & History (Departmental Gaelic Action Plan 2016-18)	Head of Education	01/04/2016	31/03/2018	Operating
Local Outcome: 7.1.1 Deliver Best Value services to meet the needs of the community.				
Implement the National Improvement Framework	Head of Education	01/04/2016	31/03/2017	Operating
CS: Undertake customer satisfaction surveys and publish the results.	Head of Education	01/04/2016	31/03/2017	Operating
Improve the provision of Gaelic Medium Education at Primary level (Departmental Gaelic Action Plan 2016-18)	Head of Education	01/04/2016	31/03/2018	Operating
Improve the provision of Gaelic Medium Education at Secondary level (Departmental Gaelic Action Plan 2016-18)	Head of Education	01/04/2016	31/03/2018	Operating
Local Outcome: 7.1.3 Have in place a programme of continuous improvement.				
CS: Self evaluation, including comparisons with other local authorities	Head of Education	01/04/2016	31/03/2017	Operating
CS: Work positively with external audit and inspection agencies	Head of Education	01/04/2016	31/03/2017	Operating
Develop robust, comprehensive self-evaluation systems which ensure a continuous programme of improvement	Head of Education	01/04/2016	31/03/2017	Operating
Implement the Head Teacher Priorities Action Plan	Head of Education	01/04/2016	31/03/2017	Operating

Service Profile KPIs:

KPI	Units	16/17	17/18	18/19	19/20	20/21
ECS030: (LO3) Percentage of children in Gaelic Medium Education	%	40	40	40	40	N/A
ECS044: (LO3) Average tariff score from national examination results of middle achieving 60% of pupils at S4-6.	#	0	0	0	0	N/A
ECS041: (LO3) Average tariff score from national examination results of lowest achieving 20% of Looked After Children at S4-6.	#	0	0	0	0	N/A
ECS055: (LO3) Percentage of S4 pupils attaining A-C passes in National 4 internal school assessments.	%	96	96	96	96	N/A
ECS058: (LO3) Percentage of S4-6 pupils attaining Level 5 in Literacy and Numeracy (exit point from school).	%	60	60	60	60	N/A
ECS051: (LO3) Percentage of Looked After Children at S4-6 attaining Level 5 in Literacy and Numeracy (exit point from school).	%	85	85	85	85	N/A
ECS047: (LO3) Average tariff scores of pupils in decile 3 (Scottish Index of Multiple Deprivation).	#	0	0	0	0	N/A
ECS053: (LO3) Percentage of Looked After Children at S5/6 attaining A-C passes in Highers examinations.	%	55	55	55	55	N/A
ECS057: (LO3) Percentage of S4-6 pupils attaining Level 4 in Literacy and Numeracy (exit point from school).	%	0	0	0	0	N/A
ECS054: (LO3) Percentage of pupils at Staged Intervention Levels 3-4 achieving their target SQA grades.	%	0	0	0	0	N/A
ECS046: (LO3) Average tariff scores of Looked After Children in decile 3 (Scottish Index of Multiple Deprivation).	#	0	0	0	0	N/A
ECS048: (LO3) Percentage of Looked After Children at S4 attaining A-C passes at National 4 internal school assessments.	%	0	0	0	0	N/A

Service Profile KPIs:

KPI	Units	16/17	17/18	18/19	19/20	20/21
ECS049: (LO3) Percentage of Looked After Children at S4 attaining A-C Passes in National 5 examinations.	%	0	0	0	0	N/A
ECS031: (LO3) Percentage of Pupils attaining mean or better score in Progress in Maths (PiM) assessments.	%	0	0	0	N/A	N/A
ECS050: (LO3) Percentage of Looked After Children at S4-6 attaining Level 4 in Literacy and Numeracy (exit point from School).	%	0	0	0	0	N/A
ECS043: (LO3) Average tariff score from national examination results of middle achieving 60% of Looked After Children at S4-6.	#	0	0	0	0	N/A
ECS045: (LO3) Average tariff score from national examinations of highest achieving 20% of pupils at S4-6.	#	0	0	0	0	N/A
ECS032: (LO3) Percentage of Pupils attaining mean or better score in Progress in English (PiE) assessments.	%	0	0	0	N/A	N/A
ECS042: (LO3) Average tariff score from national examination results of lowest achieving 20% of pupils at S4-6.	#	0	0	0	0	N/A
ECS040: (LO3) Average tariff score from national examination results of highest achieving 20% of Looked After Children at S4-6.	#	0	0	0	0	N/A
ECS052: (LO3) Percentage of Looked After Children at S5/6 attaining A-C passes in Advanced Higher examinations.	%	50	50	50	50	N/A
ECS060: (LO3) Percentage of S5/6 pupils attaining A-C passes in Highers examinations.	%	83	83	83	83	N/A
ECS059: (LO3) Percentage of S5/6 pupils attaining A-C passes in Advanced Higher examinations.	%	81	81	81	81	N/A

Service Profile KPIs:

KPI	Units	16/17	17/18	18/19	19/20	20/21
ECS033: (LO3) Percentage of Schools inspected by Education Scotland that have all indicators good or above.	%	100	100	100	100	N/A
ECS056: (LO3) Percentage of S4 pupils attaining A-C Passes in National 5 examinations.	%	85	85	85	85	N/A
ECS034: (LO3) Percentage of Pre-school establishments inspected by the Care Inspectorate that have all indicators good or above.	%	100	100	100	100	N/A

EDUCATION AND CHILDREN'S SERVICES DEPARTMENT - Resources (E&CS)**OUR MISSION**

The Resources Section supports the Children and Families and Education Business Units through a business strategy that underpins all departmental services, using the business resources required in the most efficient, effective and economic way.

OUR VALUES

Excellence in Education and Children's Services. Provision of an inclusive quality culture. Provision of equal opportunities for all learners. Commitment to 'Best Value' in all services. Promotion of the value and uniqueness of the physical and cultural environment of the Western Isles.

RECENT ACHIEVEMENTS

We have an effective administration and staff resource to meet the demands of the Department.
We have introduced more rigorous and effective financial monitoring.
We have implemented a modern ICT infrastructure LA-wide to support school administration, teaching and learning – to support CfE.
All our school meals meet the nutritional standards
All schools meet high standards of cleanliness.
Service operates within strong culture of Best Value.

PLANNING CONTEXT

Compliance with local and national financial and procurement regulations
Local and national building and planning regulations
Scottish Government Glow Technologies initiative to underpin and support the delivery of CfE
Health Promoting Schools Initiative
Hungry for Success Initiative
Health and Safety regulations
Health Promotion and Nutrition Scotland Act 2007
Promote uptake of schools meals, in particular free school lunches, bearing in mind the entitlement of P1-3 as from August 2010
Protect the identity of pupils receiving free school meals
Ensure that all food and drink provided in schools complies with the requirements of the Schools (Health Promotion and Nutrition) (Scotland) Act 2007
Ensure that all buildings have been cleaned to standards laid down in specification document
Corporate Strategy 2012-17
Single Outcome Agreement (SOA) 2013-23

STAKEHOLDERS

Internal

- Other Comhairle department
- The Comhairle(Members/Officers)

External

- Local communities
- Schools
- External agencies, eg Health, Police, etc
- Parents
- Children and Young People
- Further Education
- Higher Education
- Employers
- Training Providers
- Voluntary Sector
- Voluntary organisations
- European Union (EU)
- Scottish Government/Government Agencies
- Outer Hebrides Community Planning Partnership (OHCPP)
- Locality Planning Groups
- Trade Unions
- Construction Firms
- Education Scotland
- National Glow team
- Skills Development Scotland
- Suppliers and contractors

Service Profiles

- **Administration and Staffing**
- **Business Support**
- **Catering and Cleaning**
- **Finance and Estate**
- **Information Technology (IT)**
- **Quality Improvement**

Business Unit SWOT

Resources (E&CS)

		STRENGTHS	WEAKNESSES
INTERNAL		<ul style="list-style-type: none"> • Good range and quality of support. • Effective strategic planning (Finance, Staffing, IT and Estates) • High and increasing percentage of pupils educated in new school premises. 	<ul style="list-style-type: none"> • Lack of Broadband backup capacity. • Lack of Broadband width capacity. • Surplus pupil capacity in too many schools.
		OPPORTUNITIES	THREATS
EXTERNAL		<ul style="list-style-type: none"> • Service Management Restructure and Children's Services Re-design • School estate review • Integrated Services 	

Service Profile: Administration and Staffing

Description:

Administration and Staffing: provide administrative support and staffing function to the Education and Children's Services Department.

Outputs:

All correspondence processed within appropriate timescales.
Ensuring compliance with statutory timelines for reporting.
Ensuring compliance with Comhairle HR Policy and Procedures.

Primary Strategic Priority:

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 7.1.3 Have in place a programme of continuous improvement.				
Develop and implement Departmental training plan which ensures that staff skills are matched to our business plan and customer-client requirements.	Senior Education Officer (Area 1)	01/04/2015	31/03/2018	Operating
Ensure all staff have annual SDA/PRD interviews underpinned by appropriate support and supervision.	Principal Officer, Administration and Staffing	01/04/2013	31/03/2017	Operating

Service Profile KPIs:

KPI	Units	16/17	17/18	18/19	19/20	20/21
ECS035: (LO7) Percentage of SDAs/PRDs completed (E&CS Dept.)	%	25	25	25	25	N/A
ECS036: (LO7) Percentage of staff inducted (E&CS Dept.)	%	100	100	100	100	N/A

Service Profile: Business Support

Description:

Business Support offers a service to schools and Learning Communities ensuring effective monitoring of administration, staffing and budgets.

Outputs:

Accurate reporting of budget spend
Schools Administration Handbook
Compliance with departmental policies and procedures.

Primary Strategic Priority:

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 3.1.2 Ensure that children and young people continue to grow in confidence and develop wide ranging abilities that prepare them for study, training or employment.				
Produce guidance for teaching staff to support school administrative work.	Business Support Officer (Area 5)	01/04/2014	31/03/2017	Operating
Local Outcome: 7.1.1 Deliver Best Value services to meet the needs of the community.				
Monitor performance and inform policy design to ensure streamlined procedures for effective school management.	Business Support Officer - Area 1	01/04/2013	31/03/2017	Operating
Support Area Community business	Business Support Officer - Area 1	01/04/2013	31/03/2017	Operating
Support school management, practice and information systems.	Business Support Officer - Area 1	01/03/2013	31/03/2017	Operating
Local Outcome: 7.1.3 Have in place a programme of continuous improvement.				
Develop, in consultation with Senior Education Officers, Principal Officer-Admin and Staffing and Headteachers, practice agreement standards in terms of business support.	Business Support Officer (Areas 2, 3 & 4)	01/04/2013	31/03/2017	Operating
Update and develop the on-line Schools Administration Handbook.	Business Support Officer (Area 5)	01/04/2013	31/03/2017	Operating

Service Profile: Catering and Cleaning

Description:

Catering and Cleaning: provide a catering and cleaning function for the Education and Children's Services Department in relation to schools and other services.

Outputs:

Provide effective catering and cleaning service meeting Health and Safety and Food and Nutrition Standards.
Reports to Education and Children's Services Committee
Reports to Audit and Scrutiny Committee

Primary Strategic Priority:

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

Secondary Strategic Priority:

4.1 Health and Wellbeing: The Comhairle aims to promote healthier lifestyles and to support people to live in the community for as long as they can and to have a positive experience of health and social care when they need it.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 1.1.3 Provide a range of accessible services and infrastructure which meets the needs of the local population and makes the Outer Hebrides an attractive place to live and work.				
Provide a Cleaning Service for Comhairle buildings	Trading Operations Manager, Catering and Cleaning	01/04/2016	31/03/2017	Operating
Local Outcome: 4.1.1 Plan according to the needs of local people and involve them in the design of services.				
Work with Stakeholders to develop the Comhairle's Catering & Cleaning provision	Trading Operations Manager, Catering and Cleaning	01/04/2016	31/03/2017	Operating
Local Outcome: 4.1.3 Work with partners in the interests of better physical and mental health and wellbeing.				
Continue to deliver the "Whole School" Food Policy.	Trading Operations Manager, Catering and Cleaning	01/04/2016	31/03/2017	Operating
Local Outcome: 7.1.1 Deliver Best Value services to meet the needs of the community.				
Ensure all Catering and Cleaning staff have annual SDA/PRD interviews	Trading Operations Manager, Catering and Cleaning	01/04/2014	31/03/2017	Operating
Review the civic catering provision across the Comhairle with a view to ensure efficient working practices.	Trading Operations Manager, Catering and Cleaning	01/04/2014	31/03/2017	Operating
Local Outcome: 7.1.3 Have in place a programme of continuous improvement.				
Develop and implement a 3-year training plan for all Catering and Cleaning staff to deliver Best Value services.	Trading Operations Manager, Catering and Cleaning	01/03/2014	31/03/2017	Operating

Service Profile KPIs:

KPI	Units	16/17	17/18	18/19	19/20	20/21
ECS037: (LO4) Increase percentage uptake of school meals.	%	85	N/A	N/A	N/A	N/A
ECS038: (LO7) Percentage of parents satisfied with the provision of school meals.	%	75	N/A	N/A	N/A	N/A

Service Profile: Finance and Estate

Description:

Finance and Estate: provide financial support in terms of business planning, pupil welfare and accounting for the Education and Children's Services Department. Estate function audits ensure that work in relation to the physical estate is prioritised and commissioned as appropriate. School transport management, pupil licencing and regulation, health and safety / fire safety, risk management, business continuity and energy efficiency are also functions of this section

Outputs:

Financial monitoring reports
Business planning and accounting function
Audits of physical estate
Prioritised work and commission services
Pupil Welfare Payments
Pupil Licences
Safety and Risk Management
Business Continuity

Primary Strategic Priority:

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

Secondary Strategic Priority:

- 2.1 Economy: The Comhairle will strive to create a thriving economy with support for key sectors, greater local independence and autonomy, working with the support of Scottish Government, UK Government and the European Union.
- 3.1 Education and Training: The Comhairle aims to continue to provide excellent bilingual educational provision that prepares young people for life.
- 6.1 Natural and Cultural Resources: The Comhairle aims to maximise benefits from the Outer Hebrides' natural, cultural, environmental and historic resources.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 1.1.3 Provide a range of accessible services and infrastructure which meets the needs of the local population and makes the Outer Hebrides an attractive place to live and work.				
Update the School Estate Management Plan on an annual basis.	Principal Officer - Educational Resources	01/04/2015	31/03/2017	Capital
Local Outcome: 7.1.1 Deliver Best Value services to meet the needs of the community.				
Develop and implement an electronic smart card system in the School Transport Service.	Principal Officer - Educational Resources	01/04/2014	31/05/2016	Operating
Implement all actions arising from Strategic Risk Management Group meetings that relate to Education and Children's Services.	Principal Officer - Educational Resources	01/04/2015	31/03/2017	Operating
Implement the Department's Finance Strategy in line with Corporate Deadlines and Timescales.	Principal Officer - Educational Resources	01/04/2015	31/03/2017	Operating
Perform the functions of the Resources Section in line with the Service Standards Document.	Principal Officer - Educational Resources	01/04/2015	31/03/2017	Operating
Audit the use of all funding received by the Department in addition to the CPL budget.	Principal Officer - Educational Resources	01/03/2016	31/03/2017	Operating

Local Outcome: 7.1.4 Report regularly and publicly the performance of services.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Improve our Authority Financials (AF) monitoring and reporting in line with our service structure.	Principal Officer - Educational Resources	01/04/2013	31/03/2017	Operating
Local Outcome: 7.1.5 Work with partners to provide shared and integrated services.				
CS: Promote and develop shared service opportunities with Partners.	Director of Education and Children's Services	01/04/2013	31/03/2017	Operating

Service Profile KPIs:

KPI	Units	16/17	17/18	18/19	19/20	20/21
ECS039: (LO5) All schools to meet at least condition category B and accessibility standards.	#	27	N/A	N/A	N/A	N/A

Service Profile: Information Technology (IT)

Description:

Information Technology: provide IT support, training and commissioning in relation to learning and teaching and Management Information Systems.

Outputs:

IT infrastructure, software, training and support to schools and the Department.

Primary Strategic Priority:

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

Secondary Strategic Priority:

3.1 Education and Training: The Comhairle aims to continue to provide excellent bilingual educational provision that prepares young people for life.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 1.1.3 Provide a range of accessible services and infrastructure which meets the needs of the local population and makes the Outer Hebrides an attractive place to live and work.				
Ensure IT hardware and software infrastructure is in place to support curriculum delivery at all schools	ICT Coordinator - Schools	01/04/2014	31/03/2017	Operating
Ensure that IT infrastructure is operational and on time for all schools and that IT systems in all schools operate reliably in support of learning and teaching.	Senior Systems Support Analyst	01/04/2014	31/03/2017	Operating
Local Outcome: 7.1.1 Deliver Best Value services to meet the needs of the community.				
Develop MIS and data resources in support of best value, comparator performance, baseline data for the setting of realistic outcome measures.	Management Information Systems Manager	01/04/2013	31/03/2017	Operating
Local Outcome: 7.1.3 Have in place a programme of continuous improvement.				
Develop guidance and training programme for staff in support of MIS and electronic case file management.	Management Information Systems Manager	01/04/2016	31/03/2017	Operating

Service Profile: Quality Improvement

Description:

To support and challenge Education and Children's Services by promoting and developing robust Quality Improvement procedures.

Outputs:

Quality Assurance Reports
 Quality Assurance policy
 Quality Assurance procedures
 Professional Review and Development (PRD) procedures
 Staff Development Appraisal (SDA) procedures
 Scottish Government returns
 Training Plans for workforce effectively implemented
 Appointments processed
 Complaints processed

Primary Strategic Priority:

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 7.1.1 Deliver Best Value services to meet the needs of the community.				
CS: Undertake customer satisfaction surveys and publish the results: Education and Children's Services.	Community Education & Training Manager	01/04/2013	31/03/2017	Operating
Local Outcome: 7.1.2 Engage regularly with the community to plan and prioritise the delivery of Comhairle services				
CS: Public consultation on key issues: Education and Children's Services - Significant changes to service provision.	Director of Education and Children's Services	01/04/2013	31/03/2017	Operating
Maintain a register of all complaints and ensure that recommendations for improvement are included within revised policies and procedures as required.	Head of Education	01/04/2013	31/03/2017	Operating
Local Outcome: 7.1.3 Have in place a programme of continuous improvement.				
CIP: Support continuous improvement through self evaluation and benchmarking.	Community Education & Training Manager	01/04/2012	31/03/2017	Operating
CS: Self evaluation, including comparisons with other local authorities: Education and Children's Services.	Senior Education Officer (Area 2)	01/04/2013	31/03/2017	Operating
CS: Work positively with external audit and inspection agencies: Education and Children's Services.	Community Education & Training Manager	01/04/2013	31/03/2017	Operating
Develop robust, comprehensive self-evaluation systems which ensure a continuous programme of improvement.	Community Education & Training Manager	01/04/2014	31/03/2018	Operating

EDUCATION AND CHILDREN'S SERVICES DEPARTMENT - Sport and Health

OUR MISSION

The Sport & Health Section deliver and support a wide range of services across the Western Isles. Although we work together across all provision our services can be categorised as follows: Facilities; Sports Development; Active Schools and Outdoor Learning.

Our aim as a service is to work with all partners to encourage more people to become more active, and lead an active and healthy lifestyle. Throughout our Islands we have a high level of facilities, through CnES sports facilities, the school estate, community halls and the incredible array of opportunities provided by the outdoor playground that is the Western Isles.

We provide opportunities for young people to try a wide range of sports and activities to help them become active, and support local sports clubs, associations and schools. We also work closely with external agencies such as sportscotland and Sports Governing Bodies to ensure we benefit from their resources.

As part of our work we organise regular events, often with input from local partners, for all ages to participate in.

OUR VALUES

Supporting the Health and Well-being of our populations

Supporting local sports clubs, associations and schools

Providing opportunities for young people to try a wide range of sports and activities to help them become active

Providing the highest quality service

RECENT ACHIEVEMENTS

- Sports Hubs officers in post.
- Uist and Barra Community Sports Hub building under construction at Liniolate due to be completed in December.
- Early opening of ISL gaining a positive response from users .
- Scottish Swimming reviewing qualifications to enable more pre-school delivery.

PLANNING CONTEXT

- The Comhairle's Corporate Strategy 2012-17
- Single Outcome Agreement (SOA) 2013-23
- Outer Hebrides Community Planning Partnership
- Highlands and Islands Regional Sports Partnership agreement

STAKEHOLDERS

Internal

- Staff
- Members
- Other sections and departments of the Comhairle.
- Trade Unions

External

- Service Users; current and potential
- Voluntary Organisations
- Schools
- Sportscotland

Service Profiles

- **Sport and Health**

Business Unit SWOT

Sport and Health

		STRENGTHS	WEAKNESSES
INTERNAL		• .	• .
		OPPORTUNITIES	THREATS
EXTERNAL		• .	<ul style="list-style-type: none"> • Current financial restraints upon the organisation mean funding for available services will be constrained. ~ Solution: Maximise income generation activities ~ Solution: Effective budget monitoring and



Service Profile: Sport and Health

Description:

The Sport and Health Service is responsible for creating a supported infrastructure for the development of sport and implementation of the national health improvement agenda. The Service works in partnership with local and national agencies to instigate and enhance sport and physical activity opportunities available to the population of the Outer Hebrides. The Service operates the Comhairle's sports facilities and delivers the sports development responsibilities, encompassing outdoor learning. Comhairle commitment is used to lever-in significant external funding and resources to deliver the Active Schools Network and Outdoor Learning, assist in the improvement of the sports infrastructure and meet the demands of supporting the personnel to sustain and enhance clubs and activities. This service meets the Comhairle's statutory duty to provide sports related leisure services.

Outputs:

Access to a range of sports facilities and associated services
 Slàinte Mhath membership scheme
 Club accreditation awards for community sports clubs
 Coach, instructor and player pathway agreements with National Governing Bodies and local partners
 Sustainable enhancements to the sports infrastructure
 Western Isles Team competing at the biennial International Island Games
 Extra Curricular physical activity, sport and outdoor learning clubs, including holiday clubs
 Curricular related programmes, projects and festivals
 Generic and sports specific training of school staff and volunteers
 School pupils achieving the national swim award
 Work in partnership with Health Board to provide initiatives which improve the health and wellbeing of the Island populations
 Operation of the adventure Activity Licence

Primary Strategic Priority:

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

Secondary Strategic Priority:

1.1 Population: The Comhairle will encourage the creation of jobs, retention of population and a positive change in the demographic balance to increase the proportion of working age population.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 1.1.3 Provide a range of accessible services and infrastructure which meets the needs of the local population and makes the Outer Hebrides an attractive place to live and work.				
Work with partners including Scottish Swimming, CnES Education and Children's Services Department and others to review local implementation of national 'Learn To Swim' and 'Triple S' programmes in line with new guidelines to be rolled out in 2015.	Sports Facilities Manager - Lewis and Harris	01/04/2015	31/03/2017	Operating
Local Outcome: 4.1.4 Assist people to live fulfilling active and independent lives by encouraging healthier lifestyles including access to leisure, recreational and sporting pursuits.				
Progress Community Sports Hubs in Linclate and Stornoway.	Sports Development Services Manager	01/04/2014	31/03/2017	Operating
Work with partners to develop elite sport in the Outer Hebrides.	Sports Development Services Manager	01/04/2015	31/03/2017	Operating
Local Outcome: 7.1.3 Have in place a programme of continuous improvement.				
Participate in Local Government Benchmarking Framework project linked to 'How Good Is Our Culture And Sport' self-evaluation process.	Sports Facilities Manager - Lewis and Harris	01/04/2015	31/03/2017	Operating

Service Profile KPIs:

KPI	Units	16/17	17/18	18/19	19/20	20/21
SCS073: (LO7) Number of Slàinte Mhath Memberships.	#	2,100	2,200	2,300	2,400	N/A
SCS074: (LO7) Number of Attendances at Sports facilities	#	292,500	293,000	293,500	294,000	N/A